

360-Degree Feedback Appraisal Report

Employee Name: Jane Doe

Position: Senior Project Manager

Department: Technology

Review Period: Jan 2024 - Jun 2024

Report Date: 10 July 2024

Feedback Summary

Competency	Self	Manager	Peers	Direct Reports	Average
Communication	4.0	4.5	4.2	4.1	4.2
Leadership	4.2	4.7	4.3	4.4	4.4
Teamwork	4.3	4.6	4.5	4.5	4.5
Accountability	4.1	4.4	4.1	4.2	4.2
Innovation	4.0	4.3	4.2	4.0	4.1

Qualitative Feedback

Manager's Comments

Jane consistently demonstrates strong leadership. She motivates her team and responds well to challenges. Excellent at communicating expectations and following up on key projects.

Peer Feedback

- Collaborates effectively and promotes teamwork.
- Open to new ideas and provides constructive input.
- Could benefit from delegating tasks more to team members.

Direct Reports Feedback

- Approachable and supports professional growth.
- Provides clear direction but sometimes sets tight deadlines.

Areas of Strength

- Effective collaboration and communication with team and stakeholders.
- Demonstrates strong leadership and project ownership.
- Encourages innovation and continuous improvement.

Opportunities for Development

- Practice greater delegation to empower team members.
- Balance workload distribution and timeline expectations.

- Continue to seek innovative solutions to complex challenges.

Development Action Plan

- Attend leadership training on delegation (Q3 2024).
- Schedule bi-weekly check-ins for team workload management.
- Lead one team innovation workshop before end of 2024.

Important Notes

- 360-degree feedback incorporates perspectives from multiple sources for a well-rounded assessment.
- Feedback should remain confidential and be used constructively for personal and professional development.
- The results are most effective when followed by open dialogue and actionable plans.
- Maintaining anonymity of feedback providers encourages honesty and transparency.
- This document is not a substitute for formal performance reviews, but a complement to ongoing development.